

The Link

THE NATIONAL ORGANIZATION OF PROFESSIONAL BLACK NATURAL RESOURCES CONSERVATION SERVICE EMPLOYEES



A Message from the President...

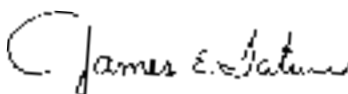
GREETINGS!

THANKS TO ALL of you who accepted major roles in the 6th ANNUAL TRAINING CONFERENCE planned for DECEMBER 10-13, 1997, in ATLANTA, GEORGIA. AS A RESULT OF YOUR COOPERATION, THE ORGANIZATION'S LEADERSHIP along with the PLANNING COMMITTEE is PUTTING the final touches on an outstanding 3½ day CONFERENCE of TRAINING workshops. THIS year's THEME is **"BRIDGING THE GAP TO THE NEW MILLENNIUM: A Field of DREAMS."** OUR goal is to make THIS TRAINING CONFERENCE the LAUNCHING pad for our PREPARATIONS for THE NEW MILLENNIUM.

AS WE MOVE closer to THE NEW MILLENNIUM, we MUST begin to prepare OURSELVES for THE MANY organizational CHANGES that EACH of us will be FORCED to FACE. WE ARE CURRENTLY in THE PROCESS of PLANNING and IMPLEMENTING ADMINISTRATIVE CONVERGENCE. THIS change, no doubt, will DIRECTLY affect MANY of you and INDIRECTLY affect MANY others. THE STRESS of SUCH organizational change CAN be widely FELT. AS THESE CHANGES take SHAPE, THE ORGANIZATION'S LEADERSHIP MUST STRIVE to help you SEE that THESE CHANGES ARE NOT adversarial, but helpful, and SHOULD be ACCOMMODATED, aligned with, and USED. WE CAN NO LONGER TREAT change AS AN ENEMY, but WE should ALLOW it to become OUR GREATEST ally.

WE plan to use THE 6th ANNUAL TRAINING CONFERENCE to ENABLE us to SHARE MANY new ideas AS we prepare OURSELVES for THE NEW MILLENNIUM. By ATTENDING the MANY well-planned workshops, we will BETTER UNDERSTAND ADMINISTRATIVE CONVERGENCE, locally led CONSERVATION, OUTREACH, and MANY other ASPECTS of our jobs. WE HOPE EACH MEMBER will plan to ATTEND and ENCOURAGE non-MEMBERS to ATTEND also.

AGAIN, THANKS for your support. I HOPE to SEE all 389 of you ON DECEMBER 10-13, 1997, in ATLANTA, GEORGIA.


JAMES E. TATUM
PRESIDENT

THE ORGANIZATION OFFICERS...

President
JAMES E. TATUM

Vice President
SARAH R. MARSHALL

Correspondence Secretary
JACQUELINE D. THIBODEAUX

Recording Secretary
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PERCY MAQEE

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LYNETTE HARRIS

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Northern Plains
DEMETRICE G. BOOZER

South Central
ANN ENGLISH

Southeast
REGINALD SPEARS

West
LEONARD JORDAN

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The Organization News

1997 6TH ANNUAL CONFERENCE

*"Bridging The Gap To The New
Millennium: A Field Of Dreams"*
DECEMBER 10-13, 1997, ATLANTA, GA

Agenda

Wednesday, December 10

10:00 - 1:00 p.m. EXECUTIVE BOARD MEETING
9:00 - 1:00 p.m. REGISTRATION

2:00 - 4:30 p.m. **PLENARY SESSION I**
MODERATOR: P. DWIGHT HOLMAN,
REGIONAL CONSERVATIONIST, SOUTHEAST

Opening Ceremony

THE ORGANIZATION'S LEADERSHIP AND PLANNING COMMITTEE HAVE PLANNED ONE OF THE MOST INFORMATIVE AND REWARDING TRAINING CONFERENCES OF THIS DECADE. THE OPENING CEREMONY WILL BE BOTH EDUCATIONAL AND HISTORICAL UNDER THE DIRECTION OF SOME OF OUR MOST CAPABLE MEMBERS.

Opening Remarks JAMES E. TATUM, PRESIDENT

GREETINGS &

WELCOME EARL COSBY, STC, GEORGIA
MAYOR BILL CAMPBELL, ATLANTA, GEORGIA

REMARKS JUAN A. MARTINEZ, PRESIDENT, NRCS
HISPANIC ORGANIZATION
MARCY ARROWCHIS, PRESIDENT, NRCS
NATIVE AMERICAN ORGANIZATION

KEYNOTE SPEAKER PEARLIE S. REED
ACTING ASSISTANT SECRETARY
FOR ADMINISTRATION

THE KEYNOTE SPEAKER, MR. PEARLIE S. REED, ASSISTANT SECRETARY FOR ADMINISTRATION WILL SHARPEN OUR FOCUS AND SHARE SOME INSIGHT ON WHAT IT MEANS TO BE A PROFESSIONAL EMPLOYEE; HOW TO MAXIMIZE OUR CAREER OPPORTUNITIES; AND THE IMPORTANCE OF KEEPING OUR INTERPERSONAL AND TECHNICAL SKILLS UP-TO-DATE.

6:30 - 8:30 p.m. **THE NILE VALLEY—
CONTRIBUTIONS TO CIVILIZATION**
TONY BROWDER, DIRECTOR, KARMIC INSTITUTE
MODERATOR: LYNETTE HARRIS, NHO REP.

THIS WORKSHOP WILL CONSIST OF A LECTURE AND SLIDE PRESENTATION THAT WILL DOCUMENT NUMEROUS AFRICAN ACCOMPLISHMENTS WHICH ARE REGARDED BY MANY AS "THE WORLD'S BEST KEPT SECRET."

Thursday, December 11

(PLENARY SESSION II)

MODERATOR: LEONARD JORDAN, WEST REG. REP.

8:00 - 9:00 A.M. **Civil Rights—
ONE YEAR LATER**
LLOYD WRIGHT, DIRECTOR, CIVIL RIGHTS

9:00 - 10:00 A.M. **TOWN HALL MEETING**
PAUL JOHNSON, CHIEF, NRCS
MODERATOR: LEROY BROWN, STC, IOWA

THE TOWN HALL MEETING LED BY MR. PAUL JOHNSON, CHIEF, NATURAL RESOURCES CONSERVATION SERVICE (NRCS), WILL PROVIDE BROAD PARTICIPATION FROM SELECTED ATTENDEES. CHIEF PAUL JOHNSON WILL RESPOND TO A VARIETY OF QUESTIONS ON THE FOLLOWING TOPICS: LOCALLY LED CONSERVATION, OUTREACH, ADMINISTRATIVE CONVERGENCE, AND INTERNATIONAL ACTIVITIES. AFTER THE QUESTIONING AND ANSWERING SESSION, FOUR BREAK-OUT GROUPS WILL CONVENE TO CONTINUE WITH IN-DEPTH ANALYSIS, ASSESSMENTS, AND SUGGESTIONS FOR FUTURE DIRECTION FOR THESE PROGRAMS.

10:30-12:15 p.m. **Workshops:**

Locally Led CONSERVATION
HOMER WILKES, STC, MISSISSIPPI
JAMES FORD, STC, TENNESSEE

OUTREACH

CARYL BUTCHER, WEST REGION, OUTREACH COORD.
ESTELLA WILLIAMS, SOUTH CENTRAL, OUTREACH COORD.

Administrative CONVERGENCE

ED BIGGERS, DIRECTOR, ADMIN. SERVICES DIVISION
MARTHA MARBURY, SOUTHEAST REGION ADMIN. OFFICER

INTERNATIONAL ACTIVITIES

BENJAMIN SMALLWOOD, NAT'L PEST MGT. SPECIALIST
HARI ESWARAN, NATIONAL LEADER, WORLD RESOURCES
CHARLES DAVIS, STATE ENGINEER, CALIFORNIA

12:15- 2:00 p.m. **SMALL FARMER AWARD
LUNCHEON**
MODERATOR: MAXINE H. BARRON,
ACTING DIRECTOR, OUTREACH DIVISION

Speaker: SECRETARY DAN GLICKMAN (INVITED)

THE SMALL FARMER AWARD LUNCHEON WILL PROVIDE THE ORGANIZATION AN OPPORTUNITY TO RECOGNIZE AN INDIVIDUAL OR A GROUP, WHO HAS DONE AN OUTSTANDING JOB AS A SMALL FARMER. WE WILL BE ABLE TO SHARE THEIR SUCCESS AND HOW IT MAY BE TRANSFERRED TO OTHERS.

2:00- 3:30 p.m. .. **Making Outreach Work -
(PLENARY SESSION III)**

INTERNATIONAL ACTIVITIES

BENJAMIN SMALLWOOD, NAT'L PEST MGT. SPECIALIST
HARI ESWARAN, NAT'L LEADER, WORLD RESOURCES
CHARLES DAVIS, STATE ENGINEER, CALIFORNIA

2:00- 3:30 p.m. .. **Making Outreach Work -
(PLENARY SESSION III)**

MODERATOR: ANN ENGLISH, SOUTH CENTRAL REG. REP.

Making Outreach Work PANELISTS:

CHARLES WHITMORE, REG. CONSERVATIONIST, MIDWEST
JEFF VONK, REG. CONSERVATIONIST, NORTHERN PLAINS
LINDSEY CARTER, CIVIL RIGHTS MANAGER, MIDWEST
BENNY LEFLORE, CIVIL RIGHTS MGR., NORTHERN PLAINS
KEVIN BIGGERS DIRECTOR, MOJAVE DESERT RESOURCE
CONSERVATION DISTRICT, CALIFORNIA
REATHA A. ANDERSON DIRECTOR, MUSKEGON
COUNTY/Soil CONSERVATION DISTRICT, MICHIGAN

MAKING OUTREACH WORK WILL BROADEN OUR PERSPECTIVE AND ENABLE US TO BETTER UNDERSTAND WHAT IS NEEDED TO REACH THE UNDER SERVED CUSTOMERS. THIS WILL BE SHARED BY NRCS PARTNERS AND OTHER LEADING EXPERTS IN THE FIELD OF OUTREACH.

3:30- 3:45 p.m. **BREAK**

3:45 - 5:00p.m. **SHARING EXPERIENCES—
Avoiding Pitfalls**

MODERATOR: SHERMAN L. LEWIS, OKLAHOMA

RETIREE PANEL:

JACKIE SUTTON, MARYLAND
MANLY WILDER, NORTH CAROLINA
WILLIAM SHELTON, MARYLAND
THOMAS BASKINS, ARKANSAS

SHARING EXPERIENCES—AVOIDING PITFALLS WILL GIVE US A NEW MINDSET. THESE INDIVIDUALS, FROM THEIR PAST EXPERIENCES, WILL OPEN OUR EYES IN WAYS WE HAVE NEVER HAD THEM OPENED BEFORE. THEY WILL HELP US RETURN TO OUR ROOTS. "THE FURTHER BACKWARD YOU LOOK, THE FURTHER FORWARD YOU CAN SEE." WINSTON CHURCHILL.

5:00 - 6:30 p.m. **SURVIVAL SKILLS IN A
CHANGING WORK ENVIRONMENT**

MODERATOR: DEMITRICE BOOZER,
NORTHERN PLAINS REG. REP.

PANELISTS:

JAMES E. TATUM, ORGANIZATION PRESIDENT
LAWRENCE E. CLARK, DEPUTY CHIEF FOR PROGRAMS
HORACE SMITH, DIRECTOR, SOIL SURVEY
WILLIAM HUNT, STATE CONSERVATIONIST, MINNESOTA

SURVIVAL SKILLS IN A CHANGING WORK ENVIRONMENT IS A MUST. LOOK AROUND YOU AND SEE WHO HAS BEEN IN THE SAME JOB DOING THE SAME THING FOR THE LAST 5-7 YEARS. CHANGES CONFUSE A LOT OF FOLKS. SOME OF US BECOME AFRAID. AND NATURALLY, SOME OF US BECOME VERY ANGRY BECAUSE OF HOW IT AFFECTS OUR CAREERS. WE TEND TO LOOK AT CHANGES AS "CREATIVE DESTRUCTION." WHAT WE NEED ARE SURVIVAL SKILLS TO HELP US MOVE WITH THE MOMENT, BECAUSE FIGHTING AGAINST THE FUTURE IS A LOSING BATTLE.

7:00 - 8:30 p.m. **Networking Session**

Friday, December 12

(PLENARY SESSION IV)

MODERATOR: PERCY MAGEE, MIDWEST REG. REP.

8:00 - 9:00 A.M. **A Vision for Progress:
NETWORKING**

SILAS PURNELL, DIRECTOR, EDUCATIONAL SERVICES
ADA S. MCKINLEY, CHICAGO, ILLINOIS

9:00 - 10:00 A.M. ... **The Power of Effective Communication**
Clifford Jones, *NRCS RETIREE*

10:15 - 12:00 Noon .. **CONCURRENT Workshops**

- Conflict Resolution
- MENTORING
- PREPARING TO LEAD AND MANAGE
- INTERNATIONAL ACTIVITIES
- THE Role of 1890 INSTITUTIONS IN A CHANGING AGRICULTURE
- SERVICE CENTERS: A MEANS FOR PROGRAM DELIVERY

The Concurrent Workshops will provide us with operating tools and information so that we can better do our jobs. Knowledge and information obtained will put us in a better position to understand the total operation of the agency. As the agency makes adjustments to accelerate changes, it needs the help of every employee.

12:00 - 2:00 p.m. **LUNCHEON**
Farm Bill Update
Moderator: Reginald Spears, *Southeast Reg. Rep.*

PRESENTER: Lillian Woods, *ASTC, Programs, Indiana*

The Farm Bill Update will give us a better understanding of our current programs and how they impact the way we do business. There is a new shift in how NRCS administers the programs passed in the 1996 Farm Bill.

2:15 - 4:00 p.m. **CONCURRENT Workshops (Repeated)**

4:00 - 5:00 p.m. **PLENARY Session V**
FROM A PAST President's Perspective
Charles Adams

Closing Remarks James Tatum

5:00 - 6:30 p.m. Regional Meetings

As you can see, we are using the 6th Annual Training Conference to share many new ideas with you as we prepare ourselves to better serve the agency through The Organization.

Saturday, December 13

9:00 - 11 A.M. Business Meeting

11:00 - 12 Noon Executive Board Meeting

6:00 p.m. BANQUET
Moderator: Sarah R. Marshall, Vice President

GUEST Speaker: *President Clinton* (Invited)

ALERT!!!

Call For Technical Papers & Exhibits for the Sixth Annual Conference of *The Organization*

YOU ARE INVITED AND ENCOURAGED TO ACTIVELY participate and play an integral role in the success of the NOPBNRCSE sixth annual national conference. Share your knowledge and your expertise.

The theme of the 1997 conference is **"Bridging the Gap to the New Millennium — A Field of Dreams"**. Considering this theme, abstracts for oral and poster papers will be accepted in the following general categories:

- Conservation Implications of the 1996 Farm Bill
- New And Emerging Technology
- Pilot Projects And Case Studies
- State-of-the-Art Technology
- Research And Development

All abstracts and oral papers that are accepted will be eligible for publication in the Conference Proceedings. To submit your abstract:

- (1) Prepare a 400 word or less description of your presentation;
 - (2) indicate whether it is an oral or poster presentation; and
 - (3) indicate the appropriate category.
- THE ABSTRACT DEADLINE IS OCTOBER 31, 1997.**

Please include your NAME, address, phone, and fax numbers with your abstract, and mail or fax to: Maxine H. Barron, Acting Director, Outreach Division, P.O. Box 2890, Washington, D.C. 20013. Maxine's Phone number is (202) 720-1829 and Fax is (202) 720-5548. You will be notified of all accepted abstracts by November 7, 1997.

Ways and Means Update

Submitted by: *Frank Ellis, ASTC-Field Operations, Lake City, Florida*

Raffle

By now you should have received your raffle tickets for this year's fund-raiser. We are raffling off a Pentium 166 multimedia computer system. We are asking that every member be responsible for the 40 tickets that you received. This is our main fund-raiser and we need 100% participation. We have an opportunity to raise \$16,000!!! These monies will be used to help support the operating budget outlined by our Executive Board.

Silent Auction

Yes, the silent auction will take place again at our annual conference. Our goal is to generate \$2,500. We will be contacting members and chapters for items to donate to this effort!!

For more details on the raffle or the silent auction, contact Frank Ellis, (904) 755-5100.

E-mail: fellis@fl.nrcs.usda.gov

Back By Popular Demand!



The Organization's Gospel Choir

If you are interested in singing in The Organization's Gospel Choir, Ron Williams, Director, at the 6th Annual Training Conference, please contact Wendy Thomas by **Friday, Nov. 14, '97**.

Wendy can be reached at:

PH: (404) 347-6153 • FAX: (404) 347-6163

E-Mail: wendy@se.nrcs.usda.gov

1997 Communications Committee Members

YOUR 1997-1998 Communications Committee is committed to serving you by providing you information through the quarterly newsletter, *The Link*, and through *The Organization* Home Page. To further meet your needs, five committee members have agreed to serve as regional communication representatives. They will work with you and *The Organization* regional representatives to obtain articles, share information and ideas, and receive comments. Your representatives are:

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1997 Black Family Reunion Celebration

Submitted by: *Denise Brooks*
Procurement Analyst, NHQ

THE Washington D.C. AREA recently celebrated the 11th anniversary of the Black Family Reunion. This year's theme, "It's a Family Thing," generated activities that focused on unity, family values, health, education, and history, and provided a festive blend of fun and mission. The reunion was sponsored by the National Council of Negro Women and local businesses.

As you looked around, you saw children and adults showcasing their talents, strangers becoming friends and just a peaceful atmosphere where the family could have fun. Hundreds of people strolled into huge white tents pitched near the foot of the Washington Monument. There were discussions on African American History, and lectures on protecting children, the law, fathers' rights and responsibilities, and what to do when violence strikes.

A group of National Organization of Professional Black Natural Resources Conservation Service Employees located in the Metropolitan Area were there both days handing out a variety of posters, pamphlets, and information on GIS, wetlands, soils, and the water cycle. Children learned hands-on about soil formation and layers by making up soil samples. The children were able to keep their samples to take them home and share them with classmates and friends.

After the festival ended on Saturday, there was a live concert at the Sylvan Theater featuring vocalist Kenny Lattimore and Tony Terry, Spur of the Moment, Amari, comedian Jonathan Slocumb, Men of Alliance, and Pure Soul. The festival ended on Sunday with a gospel concert by Heaven 1580 Youth Choir, Russell Delegation, James Hall and Worship and Praise, and Ben Tankard and the Tribe of Benjamin.

Many parents said they use the annual reunion as a teaching tool for their children as well as a way to meet new people and to have some good old fashion fun.



"It's a Family Thing" - NRCS employees and Washington D.C. area participate in the 11th Black Family Reunion.

NRCS
Volunteers
provide
posters to
participants.



NRCS Volunteer
help children make
soil samples.

Washington D.C.
Police Officer
fingerprints
children.



NRCS Volunteers
provide information
to families.

1997 NATIONAL URBAN LEAGUE CONFERENCE— WASHINGTON CONVENTION CENTER

*Submitted by: Angie Walton
Program Assistant, Washington, D.C.*

I RECENTLY ATTENDED THE 1997 NATIONAL URBAN LEAGUE CONFERENCE. THIS YEAR'S THEME WAS: ECONOMIC POWER - THE NEXT CIVIL RIGHTS. HUGH B. PRICE, PRESIDENT AND CEO OF THE NATIONAL URBAN LEAGUE (NUL) OUTLINED HIS VISION FOR AMERICA IN THE 21ST CENTURY. HE SAID, "THE ULTIMATE TEST OF WHETHER WE COME TO TERMS WITH THE NEW REALITY IS WHETHER WE FINALLY EXTEND THE AMERICAN DREAM TO ALL AMERICANS". THE FOUNDATION OF HIS DREAM CONSISTS OF THREE INGREDIENTS:

- Economic opportunity and ultimate economic power;
- Quality education; and Compassion.

IN THE WORKSHOP "HEALTH CARE AS AN ECONOMIC ENGINE" THEIR WAS A DISCUSSION ABOUT CHANGING THE WAYS OF THE HEALTH CARE INDUSTRY BY CREATING SMALL BUSINESS SUCH AS BLACK-OWNED HMO'S. ALSO, MORE SMALL BUSINESSES ARE BEING DEVELOPED IN ORDER TO BETTER SERVICE PEOPLE IN URBAN CITIES.

Other highlights of the CONFERENCE:

ONE OF THE GREATEST OBSTACLES TO ECONOMIC INDEPENDENCE IS INACCESSIBILITY TO CAPITAL GAIN AND LACK OF INVESTMENT OF CAPITAL. WHERE IS THE MONEY? THE MAJORITY OF THE MONEY IS IN PENSION PLANS.

STATE FARM INSURANCE COMPANIES WILL TEAM WITH THE NATIONAL URBAN LEAGUE AND THE NATIONAL NEWSPAPER PUBLISHERS ASSOCIATION IN A PROGRAM TO PROMOTE YOUTH ACHIEVEMENT WITHIN 60 URBAN COMMUNITIES. THE THREE-YEAR GRANT WILL BE \$1.2 million dollars.

ANDREW CUOMO, SECRETARY OF HOUSING AND URBAN DEVELOPMENT AND HUGH B. PRICE OF THE NATIONAL URBAN LEAGUE SIGNED A HISTORICAL MEMORANDUM OF UNDERSTANDING OUTLINING A FIVE- YEAR WORKING RELATIONSHIP TO INCREASE MINORITY HOME OWNERSHIP, CREATE AFFORDABLE HOUSING, COMBAT HOUSING DISCRIMINATION, CREATE JOBS, AND REVITALIZE INNER-CITY NEIGHBORHOODS.

OVER THE NEXT 18 MONTHS, THE NUL INTENDS TO HELP MOVE PEOPLE INTO GOOD JOBS AND LOCATE CAPITAL FOR HOME AND BUSINESS OWNERSHIP, AND SETUP JOB BANKS AND SWAP SUCCESS STORIES ON THE INTERNET.

FUTURE NUL CONFERENCES DATES:

Philadelphia, PA	Aug. 2-5, 1998
TBA	1999
New York, NY	July 30 - Aug. 2, 2000
Washington, D.C.	TBA, 2001

1997 Million WOMAN MARCH

DO YOU REMEMBER THE Million Man March? Well, activists are busy making preparations for a "Million Woman March" that is scheduled for October 25 in Philadelphia. The women's march is designed to assist individuals in "determining the road map that will be utilized to regain control of our families, strengthen our foundation, and acknowledge the strengths that exist within us", and is closely modeled after the 1995 "Million Man March" that brought record numbers of African American men to the Nation's Capitol.

VOLUNTEERS ARE NEEDED TO: ASSIST THE AREA COORDINATOR, fundraise, distribute literature, answer telephones, and provide clerical support. FOR MORE INFORMATION, WRITE TO THE Million Woman March, P. O. Box 53668, Philadelphia, PA 19105 or call (215) 925-1677. Information is also available on the INTERNET AT:

WWW.TIMESX2.COM/MILLION/WOMEN.HTML.

African-American Family Day

*Submitted by: Gary Wynn, District
Conservationist, MD*

As Black Emphasis Program Manager for Maryland and a member of the "Concerned Black Men" of Calvert County (CBM), I participated in the planning of the fifth annual African-American Family Day. The event was held at the Jefferson Patterson Park Museum in Calvert County on June 14, 1997. The

PROGRAM EVENTS GAVE THE AFRICAN-AMERICAN COMMUNITY AN OPPORTUNITY TO ENJOY A DAY OF FUN AND TO CELEBRATE THEIR AMERICA AND AFRICAN HERITAGE.

THE EVENT FEATURED MUSICAL ENTERTAINMENT, STORYTELLING, EXHIBITS, AND DELICIOUS FOOD. VENDORS SOLD AFRICAN-AMERICAN ART, BOOKS, CRAFTS, JEWELRY, AND CLOTHING. IN ADDITION, A STUDENT ART CONTEST WAS HELD FOR MIDDLE SCHOOL STUDENTS WITH THE HELP OF ART TEACHERS. STUDENTS ENTERED MORE THAN 50 WORKS OF ART USING MEDIUMS OF COLLAGES, PAINT, AND SKETCHES FOR THE THEME "A PATCHWORK OF CULTURES."

USDA What's Happening in NRCS

ADMINISTRATIVE CONVERGENCE??? — QUESTIONS AND ANSWERS

*EXCERPTS FROM THE ADMINISTRATIVE
CONVERGENCE COMMUNICATION PLAN*

Q. WHAT IS ADMINISTRATIVE CONVERGENCE?

A. IT IS A PLAN AUTHORIZED BY SECRETARY DAN GLICKMAN TO CONTINUE THE PROCESS OF MODERNIZING AND STREAMLINING THE DELIVERY OF U.S. DEPARTMENT OF AGRICULTURE (USDA) PROGRAMS AND SERVICES. UNDER THIS PLAN, THE ADMINISTRATIVE AND INFORMATION TECHNOLOGY SUPPORT FUNCTIONS OF THE DEPARTMENT'S COUNTY-BASED AGENCIES—THE NATURAL RESOURCES CONSERVATION SERVICE, AND THE FARM SERVICE AGENCY AND RURAL DEVELOPMENT—WILL BE CONSOLIDATED. RISK MANAGEMENT AND THE FOREIGN AGRICULTURAL SERVICE WILL ALSO BE SERVED BY THIS NEW ORGANIZATION. THE SECRETARY HAS STATED THAT THERE WILL BE NO CONSOLIDATION OF THE AGENCIES' PROGRAM DELIVERY SERVICES. THE ADMINISTRATIVE CONVERGENCE ACTION TEAM IS NOW EXAMINING OPTIONS FOR THE CONVERGENCE. THESE OPTIONS WILL BE PRESENTED TO THE SECRETARY ON NOVEMBER 15, 1997. DECISIONS BASED ON THESE OPTIONS WILL GUIDE CONVERGENCE.

Q. WHAT ARE THE GOALS OF THE CONVERGENCE?

A. THE GOALS ARE TO:

- IMPROVE CUSTOMER SERVICE;
- MAINTAIN THE NUMBER AND QUALITY OF SERVICES AND PROGRAMS OFFERED BY THE AGENCIES;
- PRODUCE A MODERN INFORMATION TECHNOLOGY INFRASTRUCTURE THAT THE AGENCIES CAN SHARE;

- Reduce the cost of administrative overhead; and
- Free up more funds for program delivery.

Q. How will implementing this plan affect the job security of USDA employees?

A. The Secretary has emphasized that this convergence is to be "employee friendly." If possible, reductions-in-force will be avoided. Since this process is scheduled to take place over the next five years, much of the downsizing could take place through normal attrition. Buyouts and earlyouts will also be used.

Q. How will employees be kept up to date about the progress of the convergence?

A. The convergence will be open and inclusive. Every week, there will be updates on the consolidation on a toll-free hotline and on E-mail. In employee newsletters, messages from the Secretary will be published. When an important date or event in the convergence is coming up, the agencies will make sure that their staffs know about it. Information about the convergence's progress will be posted on the agencies' Internet homepages. As the process continues, more questions and concerns are certain to arise. The agencies will do their best to anticipate them and answer them as they come along.

Q. What changes in information technology will be seen at the field office level?

A. Field office personnel will see changes in information technology that will improve their ability to serve their customers. There will be a new telecommunications infrastructure that will include an integrated E-mail system and access to the Internet. Satellite downlinking will be available. There also will be support for distance learning and visual communications.

Eventually, computer systems will share information from the three agencies. Databases will be shared and customers will be able to access information about the agencies through the Internet.

Q. How will customers benefit from the convergence?

A. Through this modernization and streamlining, USDA will be able to deliver its programs and services more efficiently and economically. Even during the convergence, USDA's customers will experience no reductions in service.

Through the new information technology, the agencies will be able to gather informa-

tion directly from their customers. With this information, they will learn more about what types of services that their customers need and prefer. The technology will enable USDA to provide more integrated program delivery and better products in less time.

The agencies' partners, those people and groups apart from government who share the agencies' interests and concerns, will also benefit from the convergence. It will strengthen USDA's bonds with them and create more opportunities for them and the Department to achieve common goals.

Q. How do I get additional information, ask questions, or make comments regarding administrative convergence?

A. You can fax your questions and comments about administrative convergence to 202-690-1221. Also, a weekly message regarding administrative convergence is available, toll free, on 800-384-8090. For hearing impaired employees, this message is available on TDD on 202-720-7882. In the near future a web-site will also be available.

What is LAN'ding in My Office?

*Submitted by: Esther Bright
Computer Specialist, Denver, CO*

If you haven't heard yet, you will soon. The USDA is putting LAN/WAN/VOICE systems in the Field Service Centers across the country!!

What's The USDA LAN/WAN/VOICE Project?

The USDA LAN/WAN/VOICE Project is a program of connecting computers and telephone systems in all USDA Field Service Centers. LAN is an acronym for Local Area [computer] Network. WAN is an acronym for Wide Area Network. This is to simplify communications between the Farm Service Agency (FSA), the Natural Resources Conservation Service (NRCS) and Rural Development (RD) at the Field Service Center. And it will allow computer communications with a vast number of governmental and non-governmental agencies by connecting the Field Service Centers (Field Offices) to the USDA Internet and the world wide Internet.



Esther Bright, Computer Specialist, NRCS, Colorado, examines the computer cabinet which will house the hub, router and mode components of the LAN/WAN/Voice system at a Field Service Center.

What Does That Have To Do with Me?

The LAN/WAN/Voice project will allow you to:

- Use your computer to communicate with co-workers across the hall, state, region, country, and world;
- Get and send large amounts of information, pictures, maps and other graphics in a few seconds;
- Access job related information, databases and libraries around the world.
- Use a common telephone system within the Field Service Center.

Keep abreast of 'The Organization' by VISITING US ON THE World Wide Web. The national organization of professional black NRCS employees' web site is linked to the NRCS home page.

When is this Going to Happen? Who is running This?

It has already happened in some field offices. IBM and other contractors have been picked to install computer and telephone wiring, and connect FSA, NRCS and RD computers to a common computer and telephone system. They are working with:

- The national advisory team of FSA, NRCS, and RD officials;
- The LAN/WAN/Voice Project Team made up of Information Technology Division management, computer staff as well as information professionals in FSA and RD;

- Computer staff at the Information Technology Center in Ft. Collins; and
- An implementation team of FSA, NRCS, and RD staff in each state.

What About My Office and Me?

Schedules are being compiled to complete LAN/WAN/VOICE projects in 1000 offices by the end of FY 1997, and complete all remaining offices by the end of 1998. You can be certain that your office is in the plan. Your state IRM manager will know the particulars. Training is a big part of the program. You will be given computer and telephone training. Be sure that you find out and REMEMBER YOUR INTERNET EMAIL ADDRESS. Why? Because you may want to communicate with your counterpart in another office, a different agency or another country....as long as it's job related!

The Environmental Quality Incentive Program (EQIP)

*Submitted by: Zeke Powell
Resource Conservationist, South Carolina*

THE ENVIRONMENTAL Quality Incentive Program (EQIP) is a USDA program under the 1996 Farm Bill that provides technical, financial, and educational assistance to farmers and landowners to address significant natural resource concerns on agricultural lands. EQIP replaces four previous programs: the Agricultural Conservation Program (ACP), Water Quality Incentive Program (WQIP), Great Plains Conservation Program, and the Colorado River Basin Salinity Control Program.

The Natural Resources Conservation Service (NRCS) has overall leadership for EQIP and works with the USDA Farm Service Agency (FSA) to set policies, priorities, and guidelines. Implementation of EQIP is accomplished through locally led conservation groups. These groups, which advise the NRCS, FSA, and State Technical Committee are composed of the local Soil and Water Conservation Districts, FSA County Committees, NRCS, FSA Staff, and other local, interested agricultural and environmental groups.

EQIP is made available basically to state priority areas. State priority areas are watersheds or geographic regions with environ-

mental sensitivity, or significant soil, water, or related natural resources concerns.

Funding allocations are based on an objective rating system which consists of 26 national environmental factors developed by USDA. These factors address natural resources conditions such as soil erosion and deposition, water quality, and quantity, wildlife habitat, wetlands, grazing lands, and other concerns. Last year, \$200 million were allocated through EQIP.

EQIP offers 5 to 10-year contracts to landowners and farmers to provide cost-share assistance and/or incentive payments to install conservation practices and address priority concerns statewide or in priority areas. Eligibility is limited to persons who are engaged in livestock or agricultural production. Eligible land includes cropland, pasture, and other agricultural land in priority areas or land that has environmental needs that match the statewide concerns.

Conservation Reserve Program (CRP)

*Submitted by: Reginald Liddell
District Conservationist, NC*

THE CONSERVATION RESERVE PROGRAM (CRP) was authorized by Congress in 1985 and was part of the 1985 Food Security Act. In the southwestern part of the United States, CRP is used extensively to provide an incentive to landowners to sow highly erodible cropland to permanent grassland or trees. This cropland was marginal at best for the production of crops for a profit.

The purpose of CRP was to protect our Nation's soil base from erosion. Over the years, two other benefits have been realized. The increase in our small game population (quail, pheasant, rabbits and song birds) has created an industry of recreational hunting which create jobs for non-farm citizens. The permanent cover has improved the water quality of our streams by reducing erosion on site and filtering sediment from cropland. Water quality effects everyone. Cost of treating raw water for water supply has been reduced.

CRP pays an agreed lease fee to landowners annually and 50% of the cost of establishment of grass or trees. This lease is for 10 years for grassland conversion and 15 years for tree planting. Recently CRP has been

expanded to include riparian areas, filter strips, and grass waterways. In extreme dry periods, CRP landowners have been allowed to harvest hay from CRP grassland.

Stokes County has a small amount of its cropland in CRP. Landowners have little amounts of land to exclude from cropping and maintaining sufficient cropland in 2 years of grass for rotation. With the changes in CRP guidelines to include riparian areas, filter strips, and grass waterways, our county's landowners can better see the advantages of CRP.

CRP has been the only program successful with small game management in our county. Small game can only be increased by regional management practices. CRP has addressed this issue. Hopefully Congress will continue to fund this much needed program.

Urban Environments and GIS

*Submitted by: W.J. Waliman, GIS Specialist
Northern Plains Regional Office*

THERE ARE MANY SOURCES of geospatial databases that can contribute to understanding urban environments and their impacts on soil landscapes. However, these readily available databases are more often overlooked than used in our agency's resource assessments. Although I have not compiled a comprehensive listing of these sources, I would like to introduce a few examples that would have relevance to the analysis of soil landscapes.

The mapping of urbanlands can be derived from satellite imagery, such as Landsat Thematic Mapper and SPOT. The Landsat TM scenes have been used to map urbanlands in two important programs—the EPA's Federal Region Land Cover and the former National Biological Survey's GAP Analysis. The EPA's Federal Region Land Cover is based upon 1991 to 1993 "leaves-on" (summer) imagery and provides an updated version of the USGS's (1986) Land Cover and Use Digital Data, relying upon a similar classification schemes (Anderson, 1976) but retaining a higher level of resolution. The GAP Analysis generally relies upon the same Landsat TM scenes, but it emphasizes ecological communities and their relationship to wildlife habitat and the "potential gaps" in protection. Although GAP's

focus is on natural communities, urbanlands are included in the mapping. Both of these geospatial databases provide a high quality urbanlands coverage to use with our State Soil Geographic Database (STATSGO). Some parts of the GAP Analysis, however, have sufficient resolution to use with our Soil Survey Geographic Database (SSURGO). Both of these programs are linked to the Multi-Resolution Land Characteristics Consortium (MRLC), which is a partnership with the EROS Data Center (USGS) to facilitate the development of a comprehensive characteristics database for the United States. Although NRCS is not a partner in this consortium, these land cover data sets have been made available to our agency without cost. For more information on the MRLC and its data bases, try:

[HTTP://WWW.EPA.GOV/MRLC/INDEX.HTML](http://www.epa.gov/mrlc/index.html)

The GAP Analysis can be reached at:

[HTTP://WWW.GAP.UIDAHO.EDU/GAP/](http://www.gap.uidaho.edu/gap/)

SPOT Image Corporation offers two interesting products that would relate to mapping urban environments—"MetroView" and "LandClass". SPOT imagery has higher resolution (10m panchromatic and 20m multispectral) than Landsat TM (30m) and therefore, greater applicability for the delineation of urbanlands. SPOT MetroViews can offer a fairly complete spatial coverage of major metropolitan areas at 10m resolution for \$550 per metro cell. For time series analysis of urban development in relation to soil landscapes, or in SSURGO mapping of urban areas where the digital orthophotography is not readily available, the SPOT MetroViews can be used as a reasonable backdrop image to map urbanlands. Both the SPOT multispectral and the Landsat TM imagery can be used to estimate the ratio of photosynthetic/non-photosynthetic area of urbanlands, which can be used as a "greenness" index. The SPOT LandClass is based upon the 10m panchromatics and classified manually to interpret water, transportation, urban, residential, agriculture, forests, and wetlands. The SPOT LandClass can include up to 18 classes and roughly costs \$20 per square mile. For more detailed information on these remote sensing products, just try SPOT's homepage at:

[HTTP://WWW.SPOT.COM](http://www.spot.com)

Within NRCS, digital orthophotography is becoming more available and represents a very high resolution (1m) backdrop image for

on-screen digitizing of urbanlands. Although the digital orthos have greater resolution than Landsat TM or SPOT, they lack the temporal resolution often needed for time series analysis. However, digital orthos can provide a sound image base to manually delineate landscapes with concrete/ asphalt surfaces from vegetated areas, or as the image base for mapping disturbed soils. Within NRCS applications, the digital orthos have been underestimated as a mapping base for urban ecosystems and there is the opportunity to create some new applications and interpretations.

The USGS also has a good program in Temporal Urban Mapping which can be reached at:

[HTTP://EDCWWW.CR.USGS.GOV/UMAP/PUBS.HTML](http://edcwww.cr.usgs.gov/umap/pubs.html)

Again, their research publications focus on time series analysis of urban areas and the building of temporally dynamic databases to visualize urban growth.

The TIGER/Line Files (Bureau of the Census, 1995) have also been overlooked as a good source of transportation, power corridor, canals, and water body features that can supplement maps derived from both SSURGO and STATSGO. I heavily rely upon TIGER data for cultural information overlays to use with county wide coverages of SSURGO. The line, landmark, and polygon features can enrich and cross-validate the land cover classifications from

satellite imagery. Within NRCS, Jim Carrington at the National Cartographic and Geospatial Center at:

JCARRING@FTW.NRCS.USDA.GOV

This would be a good contact for TIGER data or try the U.S. Census Bureau homepage for TIGER at:

[HTTP://WWW.CENSUS.GOV/GEOG/WWW/TIGER/](http://www.census.gov/geog/www/tiger/)

Jim Carrington has made the TIGER/Line Files available for the U.S. through the NCGC ftp site.

Climate Data Access Facility

One final source of information that may not be readily recognized for urban environments is the NRCS's Climate Data Access Facility (CDAF) at the Water and Climate Center, Portland, OR. Urban climates and heat-island effects often extend into surrounding croplands and forest, providing a broader thermal window for non-native species to expand their range. From the CDAF data, weather stations that behave as thermal islands can be identified as anomalies in regional surfaces of temperature minimums (Tmin), the length of growing season, and growing degree-days (GDDs). Similarly, long-term trends of increasing length of growing seasons and average temperature minimums can be corre-

(Table 1)

Average Changes in Climatic Elements Caused by Urbanization.

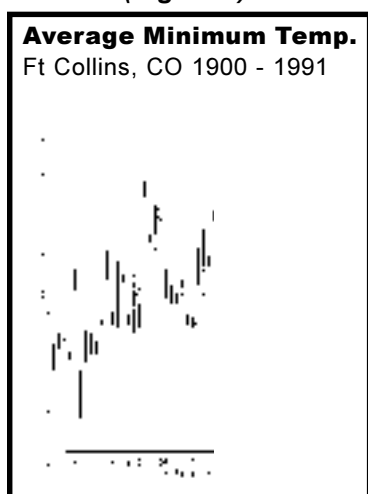
ELEMENT	PARAMETER	URBAN VS RURAL AREAS
Radiation	On Horizontal Surface	-15%
	Ultraviolet	-30% (winter)
		- 5% (summer)
Temperature	Annual mean	+ 0.7°C
	Winter maximum	+1.5°C
	Length freeze-free season	+2 - 3 weeks (possible)
Wind speed	Annual mean	-20 to -30%
	Extreme gusts	-10 to -20%
	Frequency of calms	+ 5 to +20%
Humidity	Relative - Annual mean	- 6%
	- Seasonal mean	- 2%(winter); 8% (summer)
Cloudiness	Cloud frequency & amount	+ 5 to 10%
	Fogs	+100%(winter); 30% (summer)
Precipitation	Total annual	+ 5 to 10%
	Days with < 0.2 in	+ 10%
	Snow days	- 14%

SOURCE: H.E. LANSBERG, "CLIMATES AND URBAN PLANNING." *URBAN CLIMATES* TECHNICAL NOTE10, p 372. (GENEVA: WORLD METEOROLOGICAL ORGANIZATION).

lated with urban growth. **Table 1 (Bottom P.8)** summarizes typical changes in climatic elements caused by urbanization. From climate databases, **Figure 2 (Bottom P.9)** illustrates some of the long-term trends of T_{min} and GDDs for the Fort Collins, CO, weather station. The T_{min} example has significance because the average annual minimum was below or near 32 °F, which insured a freezing environment, but may now provide a window for survival of undesirable species. The expansion of growing degree-days around Ft. Collins may be beneficial for farmers and allow introduction of longer season hybrids.

In summary, there is a large body of imagery and climatic data available to characterize and map urban ecosystems. I hope these few web sites and ideas help others in assessing what NRCS can contribute to understanding urban environments.

(Figure 2)



Civil Rights The Black Emphasis Program

Submitted by: **JEROME THOMAS, National Black Emphasis Program Manager**

ON MARCH 30, 1997, I WAS NAMED THE NATIONAL Black Emphasis Program Manager. During the next few months I will be working to emphasize the role and responsibilities of collateral managers. One of the Civil Rights Action Team (CRAT) recommendations was to review the roles of Special Emphasis Program Managers (SEPMs) because the need for them was questioned.

It is my feeling that the roles of SEPMs aren't clearly understood by some management officials, thereby casting doubt upon their existence. However, their responsibilities are steadily increasing as our efforts to achieve equity, fairness, and workforce diversity increase. I have been reviewing activities and progress reports sent to me by state SEPMs to identify their areas of activity.

SEPMs are an integral part of the Natural Resources Conservation Service's equal employment opportunity (EEO) program. Our positions were established to assist agencies in ensuring that EEO is present in all aspects of employment and that positive actions are being taken to address underrepresentation. We provide advice and assistance to management officials in order to help them meet EEO program goals and objectives. We also serve as channels of communication among all areas dealing with or affected by agency EEO responsibilities.

The Disability Employment Program

Submitted by: **Jackie Diggs, Computer Specialist, Washington, D.C.**

DARLENE Williams is the Disability Employment Program Manager (DEPM) for the Natural Resources Conservation Service (NRCS), Civil Rights Employment Division at National Headquarters (NHQ). During an 8 year span with diverse positions, Darlene has been serving in the as the DEPM for two years. As Disability Employment Program Manager, she provides technical and administrative assistance nationally to people with disabilities, in addition to promoting their welfare, dignity, and advancement.

Darlene's responsibilities include providing assistance and information to state & regional DEPMs as well as Civil Rights Managers throughout USDA. Most recently, Darlene has assisted in the highest number of recruiting college students with disabilities in the history of USDA for the Workforce Recruitment Program. This program is sponsored by the National President's Committee for People with Disabilities. The committee's theme this year is **"Ability: The Bridge to the Future."**

One of the major challenges the Disabilities Program faces is the lack of understanding employers have on the cost and simplicity of providing accommodations for the disabled.

Many employers' first reactions are that accommodations are too costly and complex for their organization. The truth is 20% of accommodations cost nothing and another 50% cost under \$500.

Darlene's goal is to increase the public's awareness that people with disabilities are excellent resources. They are talented, skilled, and knowledgeable individuals who have a lot to offer when given the opportunity. With this understanding, Darlene is committed to increasing the number of people with disabilities in the USDA workforce.

October is National Disability Employment Awareness Month.

The Federal Women's Program

Submitted by: **SHEILA GREENE, National Federal Women's Program Manager**

THE Federal Women's Program (FWP) is a special emphasis program that was established in 1963 to enhance employment and advancement of women. Six years later, Executive Order 11478 brought the FWP into the overall Equal Employment Opportunity (EEO) Program and placed it under the stewardship of the Director of EEO.

The Program seeks to (a) ensure that Federal agencies institute, plan, and take affirmative steps to provide equal opportunity to women applicants and employees in all areas of employment (recruitment, hiring, training, promotions, and awards); and (b) provide a means for women to communicate their concerns to management.

About three years ago, I began serving as the National Federal Women's Program Manager (FWPM) for the NRCS. My role is to advise management on matters impacting women employees, the status and progress of the Program, and the concerns of women in the agency.

I provide leadership to the collateral FWPMs throughout the States. I plan and conduct annual FWPM training, analyze agency workforce data, prepare presentations of findings for management, represent the agency at meetings, serve as a consultant to women and other employees and supervisors, participate in regional FWPM teleconferences, serve as liaison and Agency representative within the NRCS and with outside organizations, and a host of other things. I am the person responsible for overall management of

the FWP within the NRCS.

My vision for the Program is *continuity*. To fill the position of collateral FWPM, some states advertise the position while others merely appoint someone to serve without providing them with the necessary guidance. The duties of the FWPM require willingness and commitment from an individual as well as forethought from management. Specific skills such as problem analysis and solution, oral and written communication, negotiating and consulting, counseling, and the ability to speak before large groups are a must.

To ensure that our agency meets the requirements of EEO Laws, Executive Orders, and EEO Commission Guidelines, we must all do our part. Women and men, let's work together. When we promote each other, we can and will make a difference in the NRCS statistics.

The Hispanic Emphasis Program

*Submitted by: Manual Ayala, Jr.
Hispanic Emphasis Program Manager*

THE Hispanic Emphasis Program was established initially by Presidential directive in 1970 as a "Sixteen-Point Program for Spanish-Speaking Americans." This program was designed to assure consideration of the needs and problems of persons of Hispanic origin in all aspects of Federal personnel management.

The Hispanic Emphasis Program is responsible for assuring that Hispanics have an equal opportunity to compete for Federal employment and promotions. Hispanics are persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

I was selected for the National Hispanic Emphasis Program Manager position and officially began June 8, 1997. I am located in the Civil Rights Employment Division (CRED) at NHQ. I transferred in from Virginia where I had been employed as both Soil and District Conservationists and NRI Specialist. I had been the Hispanic Emphasis Program Manager (HEPM) in Virginia for approximately nine years. In addition, I served on the State EO Committee as a member and advisor for approximately 13 years.

The roles and responsibilities listed below are but some of my major activities:

- Participation in recruitment efforts to increase Hispanic representation in the NRCS workforce.
- Analyze the program and offer suggestions to make the program more visible.
- Make policy recommendations that will help improve the employment and advancement opportunities of Hispanics in NRCS and USDA.
- Provide training, guidance, and direction to HEPMs
- Work with management.
- Provide training in recruitment and outreach activities.
- Work and coordinate with the regional civil rights managers.
- Work with regional HEPMs in information dissemination.
- Maintain database of Hispanics interested in short term details
- Collaborate with other Hispanic organizations and universities with high Hispanic enrollments.
- Assist in the development of the Federal Equal Opportunity Recruitment Plan (FEORP)
- Work with other SEPMS, administrative staffs and top management to achieve the HEP goals and objectives.
- Promote the observance of Hispanic Heritage Month (September 15 - October 15).
- Provide assistance to the state HEPMS in the development of their Annual Plans of Operation.

Hispanics are the fastest growing ethnic group in the U.S. I can see the number of Hispanics working for NRCS increasing in the future. Currently in NRCS, there are 19 Hispanics at the GS-13 level, 5 at the GS-14 level, 8 at the GS-15 level and one in the SES program. I am confident that in the near future, these numbers in these grades will increase. Management is committed to doing something about the underrepresentation of Hispanics. Our outreach and recruitment efforts will be more intensified. We want to be a culturally diverse workforce that works with a culturally diverse client base. We want and need to assist folks in both the rural and urban areas. We will be trying things that haven't been tried and we will be willing to step out of our boxes to get the job done.

Sexual Harassment, What Is It?

*Submitted by: Sheila W. Greene
National Federal Women's Program Manager*

SEXUAL HARASSMENT is any unwelcome sexual advances, requests for sexual favors, and unwelcome verbal or physical conduct of a sexual nature that occur in the workplace or on campus. Governmental agencies charged with enforcing laws against discrimination, such as the Equal Employment Opportunity Commission, any state's Attorney General, and the U. S. Department of Education's Office of Civil Rights, may take action against an employer or educational institution whose employees or students engage in sexual harassment.

An employer or institution may be sued for damages (monetary relief) by a person who claims to be the victim of sexual harassment. Courts often award large sums in harassment lawsuits — sometimes in excess of \$1 million.

Most judges and legal experts agree that the goal of laws against sexual harassment is to prevent discrimination on the basis of sex.

REMEMBER: SEXUAL HARASSMENT IS A FORM OF ILLEGAL SEX DISCRIMINATION.

Two varieties of sexual harassment are quid pro quo and hostile environment. Quid pro quo is a Latin phrase meaning "something for something." With quid pro quo sexual harassment on the job, an employee must submit to some form of unwelcome sexual conduct in exchange for receiving a term or condition of employment, such as a promotion, benefits, or the job itself.

Hostile environment harassment is unwelcome sexual conduct in the work environment that unreasonably interferes with conditions or creates an intimidating, hostile or offensive setting. For such an environment to be hostile under sexual harassment law, however, the conduct must be continuous or pervasive.

Have Any Of These Things Ever Happened To You At Work?

- Someone said something sexual about how you look.
- Someone touched you sexually when you didn't want them to.
- Someone made sexual jokes or said sexual things that you didn't like.
- Someone showed you or put up pornographic pictures.

If so, YOU ARE NOT ALONE. Each year, many women experience sexual harassment at work. It's not just upsetting, IT'S ILLEGAL. Sexual harassment violates the Civil Rights Act of 1964. The law states:

Sexual harassment is unwanted sexual attention at work. It includes touching you, saying sexual things to you, asking for sex, or making advances toward you;

Sexual Harassment is illegal if:

- You have to go along with it to get or keep a job; or
- You have to go along with it to get a raise or a vacation, or to influence other decisions about your job; or
- The harassment is making it hard for you to work.

What Can You Do If You Are Sexually Harassed?

• **Say "NO" clearly.** Tell your harasser to stop. Tell your harasser that you do not want the sexual attention. If it happens again, send a letter telling your harasser to stop, and keep a copy for yourself.

• **Write down what happened.** Record the date, time and place. Include what the person said to you, and if the person touched you. Write down where you were touched and who was there. Keep a copy of these notes at home. They can be useful if you decide to file a charge against your company or to take legal action.

• **Get support from friends, family, and coworkers.** Some women feel depressed or get ulcers, headaches or nausea because of the harassment. Take care of yourself. If you are afraid that you might lose your job, try to find out if other women have the same problem at the company. Join with them to try to work out this problem.

• **Talk to your union representative if you are represented by a union.**

• **Talk to your employer.** Your employer has a written policy against sexual harassment and a procedure for making a complaint. Check your employee handbook or talk to the personnel or civil rights employment office.

• **Keep a record of your work.** Keep copies of performance evaluations and memos that show that you do a good job at work. The harasser may question your job performance in order to defend his (or her) behavior.

• **You have a right to file a charge.** The Equal Employment Opportunity Commission (EEOC) is a federal government agency that was created to protect you. You can call them toll-free at 1-800-669-EEOC. Most states and local governments have offices that handle discrimination complaints. They may be found under "Human Rights" or "Civil Rights" in the government section of your local phone book.

• **Find out more about your legal rights.** You do not need a lawyer to file a charge with EEOC. But, you may want to talk with a lawyer who specializes in sex discrimination. The state bar association or the women's bar association in your area can refer you to lawyers. They can help you figure out what to do. They know the pros and cons of different legal actions, including the time and the cost of filing a lawsuit.

NOTE: Many women have fought discrimination and have improved their work lives. The first step is to know your rights under the law. Laws give you and your coworkers the right to start an employee group or a union to try to get better treatment at work. You can also go to court to get back the money you lost because of discrimination. The new Civil Rights Act of 1991 gives you the right to be paid money for the hurt and pain that discrimination caused you.

Where To Get Help?

Women's Bureau
U. S. Department of Labor
Washington, D. C. 20210
1-800-827-5335
TDD: 1-800-326-2577

Equal Employment Opportunity Commission (EEOC)
1801 L Street, N. W.
Washington, D. C. 20507
1-800-669-EEOC
TDD: 1-800-800-3302

Sheila W. Greene
National Federal Women's
Program Manager
USDA NRCS
P. O. Box 2890, Room 5233-S
Washington, D.C. 20013
202-690-0697



Sheila Greene (Right), Federal Women's Program Manager received a certificate of appreciation for her participation at the 6th Annual National Organization of Professional Hispanic NRCS Employees Training Conference, held in Dallas, Texas in July. Presenting the award to Ms. Greene, is Sharyn Alvarez (Left), Chairperson of the Women's Issues Committee.

People On The Move

Submitted by: Jackie Diggs, Computer Specialist, Washington, D.C.

NRCS Employees Complete Graduate Studies

The NRCS National Employee Development Center announced the following individuals who have graduated from the NRCS Graduate Studies Program:

- **John Andrews**, Colorado, M.S. in Agricultural Environmental Engineering
- **Margareta Bishop**, Montana, M.S. in Ecosystems Management/Environmental Sociology
- **Lydia Collazo**, Puerto Rico, M.S. in Engineering Management
- **Helen Flach**, California, Ph.D. in Public Policy
- **Lenore Matula Vasilas**, New Jersey, M.S. in Plant and Soil Science
- **Roger Montague**, Texas, M.S. in Training Development
- **John Piskac**, Kansas, M.S. in Public Administration
- **Carlos Suarez**, Pennsylvania, M.S. in Geoenvironmental Studies
- **Richard Viquil**, New Mexico, M.P.A. in Natural Resources

Congratulations Graduates!

For information regarding the graduates and the NRCS Graduate Studies program, contact the National Employee Development Center at:
www.nrcs.nrcs.usda.gov/nedc/grad_grant.html

Change Management

Process Of Making An Attitude Change During Times In Government

Part II

Submitted by: DOROTHEA MARTINEZ, PERSONNEL ASSISTANT, SOUTH CAROLINA

IN THE PREVIOUS SEGMENT OF OUR "CHANGE MANAGEMENT" article, we discussed two essential steps that are in the process of managing change. They were Building a Sense of Urgency, which tells us that there must be a need for change—that the urgency must become so great until there would be no other alternative but to change. The second process involved Creating a Clearer Tomorrow, which dealt with creating a vision and allowing the employees to become a part of that vision by keeping them abreast of activities pertaining to the change processes as they occur. The latter two processes include: Developing a Migration Path, and Reinforcing the New Behavior.

Developing a Migration Path

When developing a migration path, Blasco said that we learn by copying. To illustrate, he uses a scenario where little boys learn from emulating their fathers and little girls by watching the mother's behavior. He goes on to say that the person to be modeled should be well respected and admired. In a situation where management wants an employee to behave a certain way, management has to empower the employee by demonstrating how it wants things done. Management must also encourage the employee by giving permission to use the new behavior. The new behavior has to be practiced. Blasco explains that, "it's important to hold discussions with staff about pitfalls and difficulties in the new behavior along the way to overcome them."¹ He feels it might even be helpful to hire a consultant to help people to deal with difficulties.

Reinforcing the "New Behavior"

Reinforcing the "new behavior" primarily deals with the importance of rewarding the employee for demonstrating the desired behavior. Reinforcing the new behavior increases the likelihood that the same type of behavior will occur again.

Let's use a scenario where the atmosphere at the office is becoming increasingly negative. Something has to be done because the atmosphere is contributing to poor employee morale. In an instance such as this, management would be interested in changing the attitude of employees to a more productive environment. Management would want a very positive person for other employees to emulate. This could and, in most cases, should be a well-respected member of management. Maybe this employee could work with staff members and assist them in understanding the importance of positive thinking. It would then be the responsibility of management to let the employees know what is expected of them and why.

People like to be complimented or enjoy receiving positive comments. When a positive change in behavior occurs, it should never go unnoticed. This sets the stage for other positive behaviors to occur. Blasco stated it best when he said, "People love applause and will work hard to win yours. Reinforcement empowers continued efforts."

SOME final words of wisdom regarding attitude change from Iyanla Vanzant: "When you know you are thinking, saying, or doing things that are unhealthy or unproductive, you must do more than know. There must be a genuine, loving support of the 'self' to make a change. Change does not mean replacing one bad habit for another. It does not mean beating up on yourself or feeling guilty or ashamed. Change means voluntarily removing yourself from the people or environment that supports you in remaining unhealthy. Change means identifying what you are doing, recognizing what you are doing, recognizing when you are doing it and gently guiding yourself to do something else. Change means not making excuses for yourself, but doing exactly what you say you will do. When you support yourself in making needed changes, you are supporting your own growth. Growth is the commitment to being, doing, and having the best."²

¹/James A. Belasco, Ph.D., Teaching the Elephant to Dance "Empowering Change in Your Organization", Crown Publishers, Inc., New York, New York, p.26.

²/Iyanla Vanzant, Acts of Faith, "Daily Meditations for People of Color," A Fireside Book Published by Simon & Shuster, Inc., New York, New York, 1993, Quote for January 26.



Reader's Corner

Only Twice I wish for Heaven

—by DAWN TURNER TRICE

Hand Me Another Brick

—by Charles Swindoll

Fly Girl

—by OMAR TYREE

Beyond Race and Gender

—by ROSEVELT THOMAS, JR.

The Relaxation Response

—by HERBERT BENSON, M.D.

Relaxation Dynamics

—by JONATHAN C. SMITH

The Stress Solution: An Action Plan to Manage the Stress in Your Life

—by Lyle H. Miller, Alma Dell Smith, and Larry Rothstein

Book Review - FEATURING "THE SEVEN HABITS of Highly Effective People"

Submitted by: DOROTHEA MARTINEZ
PERSONNEL ASSISTANT, SOUTH CAROLINA

WHEN we think of highly effective people, we normally think of people who are at the root of getting things done. "The 7 Habits of Highly Effective People," written by Stephen R. Covey, was considered by Scott DeGarmo, Editor-in-Chief of Success Magazine, as "Destined to be the personal leadership handbook of the decade." This book helps us to understand why we do things the way we do, and also gives us pointers on what we need to know to be highly effective in our professional and personal lives. I liked the book because I found it very enlightening to be able to understand why I act and react in many ways. By learning more about myself I can better understand others and their behaviors.

STEVEN COVEY lists the SEVEN habits as follows:

• **Habit 1: Be Proactive** - Mr. Covey tells us that there are two kinds of people. We have proactive and reactive people. Proactive people work on the things they can do something about. They take the initiative to get things done. The nature of their energy is positive and magnifying. They concentrate on, what Mr. Covey, calls their circle of influence. The circle of influence pertains to those things that are within our control. We

MUST UNDERSTAND THERE ARE THINGS IN THIS WORLD THAT WE CAN DO SOMETHING ABOUT, AND OTHERS THAT ARE BEYOND OUR CONTROL. PROACTIVE PEOPLE USE SUCH LANGUAGE AS, "I CAN, I WILL, I PREFER OR I CHOOSE." REACTIVE PEOPLE CONCENTRATE ON, WHAT MR. COVEY REFERS TO AS, THE CIRCLE OF CONCERN. REACTIVE PEOPLE ARE CONCERNED ABOUT THOSE THINGS THAT ARE BEYOND THEIR CONTROL, SUCH AS THE WEAKNESS OF OTHER PEOPLE AND THE PROBLEMS IN THE ENVIRONMENT. THEY USE SUCH LANGUAGE AS, "THERE'S NOTHING I CAN DO; THAT'S JUST THE WAY I AM; HE MAKES ME SO MAD; THEY WON'T ALLOW THAT, I CAN'T, I MUST OR IF ONLY."

• **Habit 2: Begin With The End In Mind** - Highly effective people develop a habit of personal leadership that means they begin each day with a clear understanding of desired outcomes. They develop a mission or purpose statement and use it as a frame of reference for making decisions. Mr. Covey tells us to have direction in life; to plan projects; to maintain long-term focus; to provide direction for work groups; and to provide others with the big picture.

• **Habit 3: Put First Things First** - The habit of personal management involves organizing and managing time and events around what is truly important. It embodies putting a plan to work. By saying "no" to the unimportant, we say "yes" to the important.

• **Habit 4: Think Win-Win** - Mr. Covey describes Habit 4 as possessing interpersonal leadership that requires a commitment to explore all options until a mutually satisfactory solution is reached. We share credit for successes; we balance courage with consideration; and we set up Win-Win Agreements. He refers to Win-Win Agreements as agreements or solutions that are mutually beneficial, mutually satisfying whereas all parties feel good about the decision and feel committed to the action plan.

• **Habit 5: Seek First To Understand, Then To Be Understood** - Mr. Covey describes this habit as one involving communication. He explains that most communication problems begin with differences in perception. To resolve these differences, one must exercise empathy, seeking first to understand the other person's point of view, then to be understood. This includes not interrupting others; being sensitive to other's feelings; seeking to fully understand issues; and communicating clearly.

• **Habit 6: Synergize** - Mr. Covey describes this habit as one of creative cooperation or teamwork. He tells us that synergy involves exercising both a win-win mentality and empathy. Synergy, where the whole is greater than the sum of the part, results from valuing differences and bringing alternative

perspectives together in the spirit of mutual respect. When we synergize, we use other people's viewpoints; we build team unity; and we value other's opinions.

• **Habit 7: Sharpen The Saw** - This habit involves self-renewal. Regularly sharpening the saw means having a balanced systematic program for self-renewal in four areas: physical, mental, spiritual and social/emotional. Mr. Covey tells us when we sharpen the saw we seek to improve relationships; we care for personal health; we are up-to-date in our field; we find enjoyment in life; and we develop leadership skills.

Overall, I found this book to be one that can be helpful to those of us who are striving for a realistic approach to solving problems in our personal as well as professional lives.

GOT STRESS???

*Submitted by: Geri Osborn,
Computer Specialist, Washington, D.C.*

THE following are tips from the book, "SELF EMPOWERMENT: THE HEART APPROACH TO STRESS MANAGEMENT" by Doc Lew Childre.

- LISTEN TO YOUR HEART WHEN MAKING DECISIONS. A JOINT VENTURE BETWEEN HEART AND MIND RESULTS IN MORE EFFECTIVE CHOICES.

- LEARN NOT TO OVERCARE. WHEN CARE BECOMES OVERCARE IT DEPLETES ENERGY AND CREATES WORRY, ANXIETY AND ANGER.

- REPLACE NEGATIVE MIND CHATTER SUCH AS DOUBT, JUDGMENT AND INSECURITY WITH POSITIVE THOUGHTS.

- AVOID RESENTMENT. LONG-HELD RESENTMENTS CAUSE HORMONAL RELEASES THAT DEplete ENERGY AND ACCELERATE AGING.

- BE MORE SINCERE AND CARING WITH PEOPLE. THIS CREATES A HARMONIOUS PSYCHIC ENVIRONMENT THAT INVITES A NURTURING EXCHANGE IN RELATIONSHIPS.

- BE AS PARTICULAR ABOUT YOUR MENTAL AND EMOTIONAL DIET AS YOU ARE ABOUT THE FOOD YOU EAT. THE THOUGHTS YOU THINK, MUSIC YOU LISTEN TO, TV YOU WATCH AND COMPANY YOU KEEP CONTRIBUTE TO YOUR WELL-BEING.

- WHEN EXPERIENCING EMOTIONAL OVERLOADS USE A SIMPLE BUT EFFECTIVE TOOL CALLED "FREEZE-FRAME!" THIS MEANS STOP AND REFOCUS YOUR MIND ON A PLEASURABLE EXPERIENCE YOU'VE HAD OR ON SOMEONE YOU CARE FOR. DOING THIS FOR A FEW MINUTES DIVERTS YOUR ENERGY FROM YOUR NEGATIVE EMOTIONS, RESULTING IN OBJECTIVE CLARITY WHEN DEALING WITH YOUR PROBLEMS.

- GET RID OF SELF-JUDGMENT. IF YOU'RE UNHAPPY WITH THE WAY YOU HANDLED SOMETHING, CONSIDER IT AN OPPORTUNITY TO BECOME MORE SKILLFUL IN LIFE SITUATIONS. WORRYING ABOUT THE PAST RESULTS ONLY IN MISSING THE PRESENT.

- NEXT TIME YOU FEEL FRUSTRATED, ANXIOUS, OR INSECURE, TRY APPRECIATING SOMEONE OR SOMETHING OR SOME PLACE THAT FEELS GOOD TO YOU. THIS ALTERS DISTRESSING THOUGHTS AND FEELINGS.

HISTORIAN'S CORNER

*By Lois Jackson, Public Affairs Specialist
Anchorage, Alaska*

ONCE AGAIN, WE WOULD LIKE TO REQUEST FROM OUR MEMBERS ANY MATERIALS YOU MAY WANT TO CONTRIBUTE TO AN OFFICIAL HISTORICAL COLLECTION OF THE ORGANIZATION MATERIALS.

With the upcoming ANNUAL MEETING IN DECEMBER, you may want to bring with you any items you would like to share.

While at the conference, if you happen to remember some interesting event from a prior gathering or event, please stop by the computer support area and Lois Jackson can record the information.

It is very important that we start keeping a historical document of The Organization. Many of the chapters as well as The Organization have very positive programs and community events happening each year. We can easily start by submitting photos of these events and/or the regional and/or state chapters' members. All information will be shared with The Organization's Historian, Dr. Dewayne Mays.

If you have any questions or ideas, please do not hesitate to contact Lois Jackson at the Alaska State Office (907) 271-2424, VoiceCom 9000 series: 807-1680, or email: LJACKSON@AK.NRCS.USDA.GOV.



"The Organization's" Homepage

[HTTP://WWW.NHQ.NRCC.GOV/ORGAN/SS.HTM](http://www.nhq.nrcc.gov/organ/ss.htm)

NRCS Website

[HTTP://WWW.NRCC.USDA.GOV](http://www.nrcc.usda.gov)

Civil Rights

[HTTP://WWW.USDA.GOV/NEWS/CIVIL/CR_INDEX.HTM](http://www.usda.gov/news/civil/cr_index.htm)

Calendar of Events

OCTOBER

Disability Awareness Month

6th-10th - National Conference on Urban Soils, New York City, NY. FOR MORE INFORMATION CONTACT: TYRONE M. GODDARD AT (315) 477-6526 OR SEND E-MAIL TO: TGODDARD@NY.NRCS.USDA.GOV

15th-17th - Fourth Annual Conference, Workshop, and Exposition of the Mid-Atlantic Chapter of the International Erosion Control Association, Eisenhower Inn and Conference Center, Gettysburg, PA. CONTACT: Ed STEOM AT (410) 545-0362 OR David Snyder AT (704) 398-0954.

16th-18th - National Council of Black Engineers and Scientist Conference, Miami, Florida. FOR MORE INFORMATION call: (213) 896-9779

25th - Million Woman March, in Philadelphia. FOR MORE INFORMATION, WRITE TO THE Million Woman March, P.O. Box 53668, Philadelphia, PA 19105 OR call (215) 925-1677. INFORMATION IS ALSO AVAILABLE ON THE INTERNET AT: WWW.TIMESX2.COM/MILLION/WOMEN.HTML.

19th- 22nd - National Society of Black Engineers Fall Conference, Towson, Maryland. FOR MORE INFORMATION call: (212) 944-2430.

NOVEMBER

1st-30th - Native American Heritage Month

2nd-4th - International Irrigation Exposition & Technical Conference, Nashville, TN. FOR CONFERENCE INFORMATION VISIT THE IRRIGATION Association's Web site AT: [HTTP://WWW.IRRIGATION.ORG/IA/MAIN.HTML](http://WWW.IRRIGATION.ORG/IA/MAIN.HTML)

2nd-5th - The National Urban and Community Conservation Conference "Natural Resources Issues in Rural America", Columbus, OH. FOR CONFERENCE INFORMATION CONTACT Robert Raschke AT 303-988-1810 OR VISIT NACD'S Web site AT: [HTTP://WWW.NACDNET.ORG](http://WWW.NACDNET.ORG)

2nd-5th - Third North American Conference of the Farming Systems, Research & Extension Association, "Food & Natural Resource Systems: Integrating Diversity, Inquiry, Action, & People," Welches (Mt. Hood), OR FOR INFORMATION CONTACT THE OREGON STATE UNIVERSITY AT: SEITERS@BCC.OST.EDU

6th - Second Annual Black College Fair, 6:30 p.m.-9 p.m., Calvert County High School, Prince Frederick, MD, CONTACT GARY WYNN AT (410) 555-1521

18th - 23rd - National Alliance of Black School Educators Conference, John Ascuaga's Nugget Hotel, Sparks, Nevada. FOR MORE INFORMATION call: (202) 483-1549.

DECEMBER

11th-13th - Sixth Annual National Organization of Professional Black Natural Resources Conservation Service Employees Training Session "Bridging The Gap To The Next Millennium," Atlanta, GA. FOR RESERVATIONS CALL THE RENAISSANCE ATLANTA Hotel-Concourse, One Hartsfield Centre Parkway, Atlanta, GA by November 25, 1997 AT (404) 209-9999. A block of rooms have been reserved under the name "The Organization" AT GOVERNMENT RATE OF \$96.00 (TAX INCLUSIVE): REFER TO NAT'L BULLETIN No. 360-7-5.

OTHER INTERESTING ORGANIZATIONS

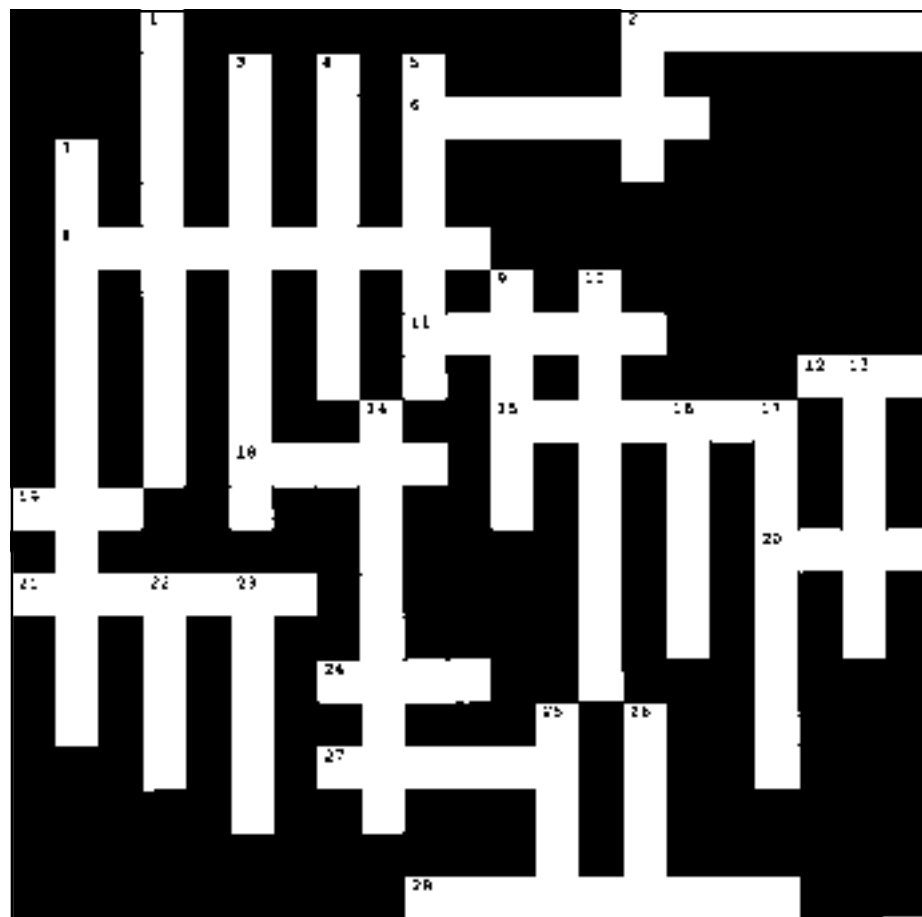
INTERNATIONAL Black Women's Congress
CONTACT: DR. LaFRANCES RODGERS-ROSE, FOUNDER & PRESIDENT, 1081 BERGEN STREET, SUITE 200, NEWARK, NJ 07112 OR call: (201) 926-0570.

National Coalition of 100 Black Women
FOR MORE INFORMATION call: (212) 947-2196.

MEN of COLOR CONFERENCES: FOR MORE INFORMATION CHECK WEBSITE AT: WWW.MOCC.ORG

Link Crossword Puzzle

HINT: SOLUTIONS TO puzzle ARE found in ARTICLES of this ISSUE.



Across

2. Point Program
6. See Again
8. Utopia
11. BEPM
12. Sharpen
15. Gem but not a stone
18. Respectful
19. Authorized in 1985
20. Replaces 4 Programs
21. Database
24. Connection
27. Related
28. Idle (Antonym)

Down

1. Join
2. Image Corp.
3. Union
4. Dates
5. Diploma
7. Department
9. Music
10. Illegal
13. Sell
14. Past
16. Voice
17. Operative
22. Line Files
23. FWP
25. HEPM
26. Routine

22. TIGER	1. Consolidate	23. Greene	2. SPOT	25. Ayala	26. Habit	27. Family	28. Proactive
17. Effective	3. Convergence	4. Calendar	5. Graduate	6. Reunion	7. Administrative	8. Millennium	9. Gospel
16. LANWAN	10. Harassment	11. Thomas	12. Saw	13. Auction	14. Historical	15. Pearl	16. Civil
14. Link	17. Operative	18. Civil	19. CRP	20. Equip	21. STATSGO	22. Link	23. FWP
13. Auction	24. Line Files	25. Ayala	26. Habit	27. Family	28. Proactive	29. HEPM	30. Routine
10. Harassment	31. Database	32. Connection	33. Related	34. Idle (Antonym)	35. Gem but not a stone	36. Respectful	37. Authorized in 1985
9. Gospel	38. Utopia	39. See Again	40. Point Program	41. Image Corp.	42. Union	43. Dates	44. Diploma
7. Administrative	45. Department	46. Music	47. Illegal	48. Sell	49. Past	50. Voice	51. Operative
5. Graduate	52. Department	53. Music	54. Illegal	55. Sell	56. Past	57. Voice	58. Operative
4. Calendar	59. Department	60. Music	61. Illegal	62. Sell	63. Past	64. Voice	65. Operative
3. Convergence	66. Department	67. Music	68. Illegal	69. Sell	70. Past	71. Voice	72. Operative
2. SPOT	73. Department	74. Music	75. Illegal	76. Sell	77. Past	78. Voice	79. Operative
1. Consolidate	80. Department	81. Music	82. Illegal	83. Sell	84. Past	85. Voice	86. Operative

Membership Application

☐ ***YES!*** I would like to become a member of the NOPBNRCSE!
ENCLOSE ARE ANNUAL DUES OF \$35 FOR 1997.

() NEW MEMBER—REFERRED BY _____

☐ PLEASE RENEW MY MEMBERSHIP OF THE NOPBNRCSE!
ENCLOSE ARE ANNUAL DUES OF \$35 FOR 1997.

PLEASE MAKE CHECK PAYABLE TO: "*The Organization*"

PLEASE MAIL COMPLETED APPLICATION FORM ALONG WITH
MEMBERSHIP DUES TO:

Willie Rawls, TREASURER
The Organization
P.O. Box 1240
Clinton, MD 20735-5240
Ph: 202.720.1779

<input type="checkbox"/> CHANGE of Address	DATE: _____
NAME: _____	
HOME Address: _____	

HM. PHONE: () _____	
OFC. PHONE: () _____	
E-Mail _____	
INDICATE COMMITTEE OF INTEREST:	

The Organization
c/o GERI OSBORN
P.O. Box 45297
WASHINGTON, D.C. 20026-5297